

Senior Management Team

Leading to Engagement

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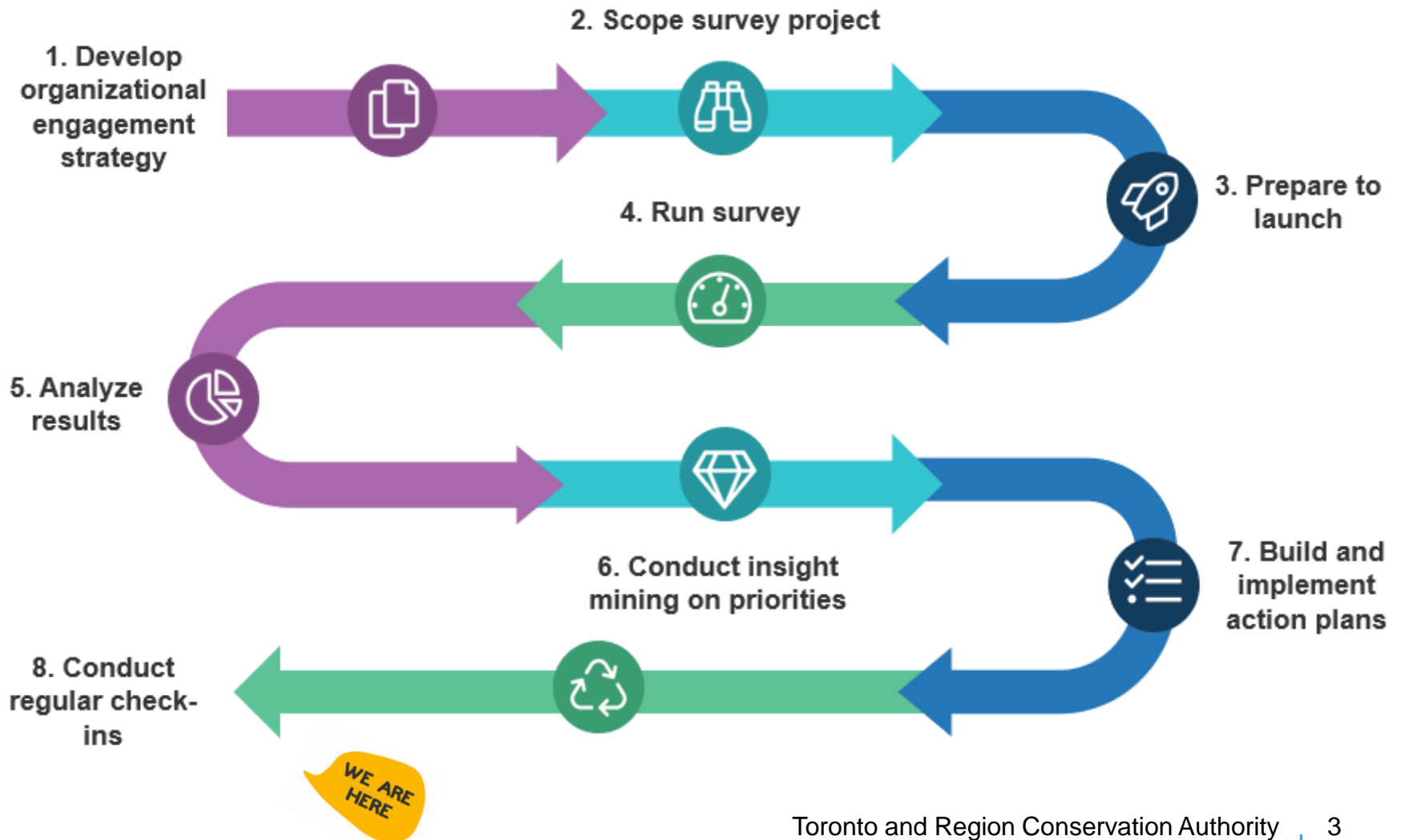
Chief Human Resources Officer

December 10, 2020

Agenda


- Employee Engagement Roadmap
- Employee Engagement Staff Hub Space
- SMT's Role in Employee Engagement
- *Leading to Engagement*
 - ❖ Communications
 - ❖ Trust
 - ❖ Empowerment
 - ❖ Recognition
 - ❖ Inspire
- Next Steps

Our Engagement Roadmap



Employee Engagement Staff Hub Space

Tools | Help

Staff Hub |  **Toronto and Region Conservation Authority**

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Recent News

[Funding Opportunity – Energy Efficient Buildings Program](#)

[BBC StoryWorks Series – Building a Better Future](#)

[Take Our Kids to Work Day 2020](#)

[2020-2021 Reciprocal Agreements](#)


[Novel Coronavirus FAQ – October 30, 2020](#)

COVID-19 DAILY SCREENING FORM

As part of our commitment to providing a safe and healthy workplace and environment, all staff are required to complete this daily screening before coming to a TRCA office, site or facility.

[Click here to complete the survey](#)

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Employee Engagement

As our Employee Engagement journey continues, as an organization, we will be focusing our efforts on progressing 10 actionable initiatives that were identified through the insight gathering exercises.

Each of the 10 engagement Initiatives, tied to the five priority drivers identified as having the greatest impact on engagement, have been assigned an Engagement Initiative Scorecard. Each scorecard provides project details about each initiative, champion information and project timelines.

In addition to the 10 new actionable initiatives, 10 supplementary actions currently in process were identified as part of the insight gathering process. Work on the supplementary actions will also continue in our pursuit of increased engagement. [These 10 supplementary actions can be found HERE.](#)

The Initiative Champions are committed to providing regular updates on engagement; this page will be regularly updated with content and information. You are encouraged to continue to check this page for ongoing engagement updates.

Learning & Development

Equitable Learning and Development Budget



Relationships – SLT, Divisional, Manager

Increased Transparency and Communication



SUPPLEMENTARY ACTIONS IN PROGRESS

Priority Driver: Learning & Development			
Initiative Name	Description	Status Update	Progress to Date
Supervisory Development Training	Development of training to support employees interested in moving into managerial positions within TRCA.	The HR team is working on the development of e-learning content to support employees interested in career development into a people leader role. In addition to the Supervisory Development Program, in August of this year, the HR team launched a mandatory Manager Fundamentals Program for all people leaders. The training focuses on core fundamental areas including: <ul style="list-style-type: none"> Effective Leadership Performance Coaching and Conversations Recruitment and Selection WHS and Incident Management & Reporting Disability Management Workplace Violence, Harassment and Discrimination Prevention TRCA Policy Program 	50%
Development Planning Program	Incorporate required development planning as part of the Performance Development Program (PDP) and incorporate: <ul style="list-style-type: none"> Include wide spectrum of development options including job shadowing 	As part of TRCA's Performance Development Program that launched in Q1 2020, the year-end process includes a critical component of the program which is Career and Development Planning. Employees will be commencing development objectives setting this month and into December as part of the year-end PDP process.	100%
Learning & Development Calendar Expansion	Expansion of the L&D calendar to incorporate expanded course offerings and TRCA endorsed courses	The HR team is currently working on the launch of our new Learning Management System (LMS) using the Canvas LMS platform. The LMS will house a number of learning opportunities including an expanded breadth of e-learning and instructor facilitated courses.	50%
Mandatory Diversity and Inclusion Training	Diversity and inclusion training and education	TRCA has leveraged our partnership with McGraw Hill and Canvas to bring a full-time learning program to all TRCA staff. The e-learning will focus on Foundations of Diversity, Equity and Inclusion. This program will be launched via TRCA's new Learning Management System (LMS) and will be mandatory for all existing staff to complete, as well as all future hires of TRCA.	50%
Recruitment, Selection and Onboarding Policy	Development of a recruitment, selection and onboarding policy that incorporates transparent processes	The HR team is currently developing a new Recruitment, Selection and Onboarding policy to support talent management at TRCA. The purpose of the policy is to establish clear guidelines and activities for recruitment, selection and onboarding of new staff.	75%

What is SMT's role in Employee Engagement?

- Take in active role in supporting the engagement action initiatives
- Lead to engagement
- Incorporate engagement into your day-to-day activities
- Act on engagement results and feedback



Learning & Development

Relationships – SLT, Divisional, Manager

Benefits

Rewards & Recognition

Work Life Balance

Equitable Learning
and Development
Budget



Increased
Transparency
and Communication



Pregnancy and
Parental Leave
Review



Workforce Planning
Review for Contract
Staff



Funding and
Complement
Awareness



Learning and
Development
Program
and Policy
Updates



Streamlining of
TRCA Processes



Renewed Benefits
Plan



Compensation
Review



Alternative
Work Arrangement
Program



How can you support these initiatives?

Leading Through Communication



Inform

Relay information from senior management down to employees.

DOWN

Share the “whys.”

Communicate the rationale behind decisions, priorities, the business plan, etc., using downward communication.



Interact

Connect with employees on a personal level.

CONNECT

Get to know your employees.

Understand who employees are on a personal level *and* a professional level, to the best of your ability given the circumstances of your organization.



Involve

Get information from employees and collaborate with them.

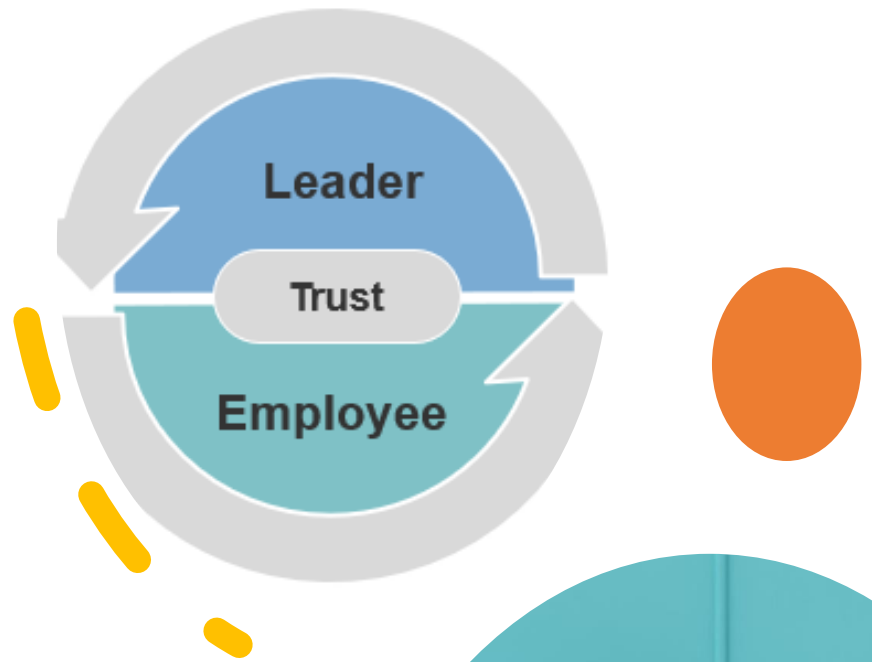
UP

Solicit feedback and act on it.

Ask for feedback and act on it. Collaboration is crucial to engagement – make sure you involve your employees in a meaningful way.

Leading with Trust

- Trust in us as a Senior Management Team begins with us a team **trusting** in our employees.



Giving Trust

Leaders demonstrate trust using the five key trust builder behaviors

- 1 Involve employees in decision making
- 2 Inform employees often
- 3 Become invested in employees' success
- 4 Give and expect candor
- 5 Embrace failure

Leading with Empowerment

Trust in senior management **drives** employee engagement through employee empowerment. Employee **empowerment** is **accountability and control over their work** within a **supported environment**.

Empowerment is:

Delegation with support

Delegating is an example of empowering, but the senior manager has a role beyond simply delegating.

Sharing power

Empowerment is the sharing of power between the senior manager and employee.

Is enabled by the culture SMT creates

Though employees should not wait to be empowered, senior managers need to **create a culture** where employees feel enabled to do their work and behave in an autonomous manner.

A continuous process

Tasks do not need to be formally delegated to an employee for them to feel empowered. Empowered employees will always think about better ways to do things, even if the senior manager hasn't asked them to.



Lead with Recognition



Recognition Ideas

Verbal recognition

Simply saying "thank you" or providing verbal praise can be powerful. Keep in mind the law of diminishing returns, so be genuine and don't rely solely on verbal recognition.

Start team meetings with success stories

At your regularly scheduled team meetings, take five minutes at the start to recognize someone for a recent success, then ask others to do the same.

Recognition notes

A brief message expressing your gratitude for a specific action or general behavior.

Represent TRCA

Allow an employee that deserves recognition to represent the TRCA at an industry or networking event. Be sure to connect the behavior being recognized to this privilege.

Special project

Give an employee a special project that may provide a development opportunity or responsibilities that are outside of their day-to-day work.

Recognition huddle

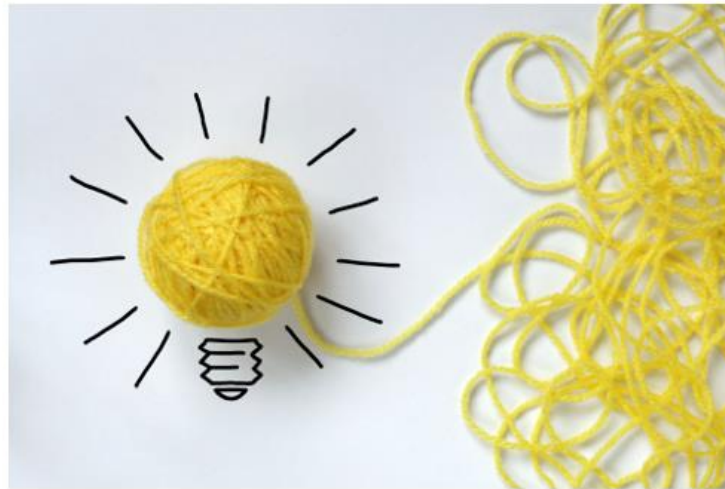
Have a quick meeting or huddle each Friday, or once a month, where each team member recognizes someone else's work and states something they're grateful for.

Celebrate more

Celebrate performance rather than simply recognizing it. This makes it fun and ensures that success is seen by leaders and peers.

Communicate about recognition

Communicate to your employees that you are trying to create an atmosphere of recognition and encourage them to take the time to show gratitude to their peers.



To inspire your teams means to cause them to be **called into action**, to fill them with **passion and energy** for their job, while encouraging them to **buy in to the greater goals** of TRCA.

Leading to Inspire



What's Next?

- Take Action
- Check-in
- Pivot
- Assess



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